

**Legislative Department  
Seattle City Council  
Memorandum**

**To:** Councilmember Bruce Harrell, Chair  
Public Safety, Civil Rights, & Technology Committee  
**From:** Mark Baird, Council Central Staff  
**Subject:** Seattle Police Staffing Update for First Quarter 2014  
**Date:** July 10, 2014

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This memorandum communicates the Seattle Police Department's (SPD) sworn officer staffing update for the first quarter of 2014. It includes an updated projection for the remainder of 2014. It also looks at the quarter's 911 Patrol and Neighborhood Policing Plan metrics and goals. In addition to a brief analysis of the current and future state of sworn officer staffing, this memo includes Assistant Chief Washburn's memorandum and supporting tables for review.

**Hiring**

SPD reports that it hired 13 new recruits and two (2) lateral officers during the first quarter of 2014. Unfortunately, they suffered greater than anticipated levels of attrition and missed their hiring targets for the time period. As a result, while the Department plans to make use of all its allotted academy slots for the rest of the year and to hire additional lateral officers, it anticipates falling nine (9) short of its 2014 average hiring goal. Table 1, in the attached memo and Table 3, attached, reflects these changes and shows the adjusted staffing figures. Table 3 also presents 2015 and 2016 estimated figures. However, with the new, unanticipated levels of attrition, one should expect additional adjustments to the staffing model over time.

**911 Patrol and Neighborhood Policing Plan**

*911 Patrol*

Table 2, attached, reports that as of the end of April 2014, SPD had **509 sworn officers** assigned to the five precincts to respond to 911 calls – up five (5) over the end of last year. At the same time, the number of **sergeants (63)** fell by four (4). However, two (2) of these positions have recently been filled and two (2) more will be filled with rank individuals returning from acting lieutenant roles. Overall, including foot patrol, bikes, Anti-Crime Teams, community policing, and others, precinct staffing of sworn officers resides at 636 – up two (2) over the previous quarterly report.

Table 2 also shows that the percentage of sworn officers and sergeants assigned to each precinct closely mirrors the percentage of calls for service (CFS) for that precinct. This does not mean that there are the correct number of overall officers and sergeants assigned to precincts. It just means that the current number of individuals assigned is divided in proportion to the CFS workload. Based on the information noted on the table, there appears to be sworn officers associated with precincts who are not available to work regularly scheduled shifts for a variety of

reasons. This may also expand into the relief factor calculation. The results of this may be seen either in overtime expenditures or fewer officers on patrol at any given shift.

Figure 1, attached, depicts the various ways sworn officers are categorized in the agency. Note the growing gap between All Sworn Officers and Officers in Service. There is also a significant and consistent gap between Fully Trained Officers and Officers in Service. For 2014, SPD estimates that more than 6 percent of its filled sworn officers are not in service – an increase of more than a percentage point (approximately 17 officers) over the end of last year. While this is seemingly a small number compared to the overall group, an additional 17 officers out of service impacts the number of officers who are available to work on any given day/shift. The adjusted staffing model has this gap narrowing a bit beyond Q3 of 2015, but only by approximately 8-10 officers.

### *Neighborhood Policing Plan*

In terms of the Neighborhood Policing Plan (NPP) metrics, the citywide officer response time for March 2014 was **7.1 minutes**. SPD is looking into what caused them to exceed the target time. However, availability for proactive activities was recorded at **33.7 percent** of an officer's patrol time and officer-initiated on-view activities comprised 7.6 percent of officers' time.

### **Ongoing Hiring and Training**

SPD may struggle to train new officers at its current rate. The number of student officers has steadily increased from averaging eight (8) officers in training per month in 2012, to 50 in March 2014. This reflects the Department's hiring efforts but has strained the field training apparatus. There are plans to generate additional field training officers (FTO), but may continue to be a concern in the future. The Department may need to initiate additional FTO academies and maintain a greater number of FTOs.

If you have any questions or would like any additional information, please let me know. Thank you.

**SEATTLE POLICE DEPARTMENT MEMORANDUM**

TO: Mark Baird  
Council Central Staff

DATE: 6/27/14

FROM: A/C Mike Washburn, Chief of Staff

SUBJECT: Sworn Staffing – 2014 First Quarter Update

Attached, please find the Seattle Police Department's (SPD) first quarter patrol staffing update by precinct to April 21, 2014 and staffing projections through 2016.

**2014 Hiring and Projections through 2016**

SPD's original hiring plan for 2014 anticipated hiring 70 new recruits and 7 laterals to balance for attrition and achieve the funded FTE level. In the first quarter, SPD hired 13 new recruits and 2 laterals. Due to higher than projected attrition, the Department was unable to achieve its target hiring in the first quarter of 2014 and has adjusted the staffing model accordingly. Based on the availability of Academy slots through the remainder of 2014 and an increase in the number of known lateral candidates, the Department plans to hire 69 new recruits and 13 laterals in 2014.

Table 1 below summarizes the sworn position count by quarter in 2014.

Table 1: Summary of Staffing by Quarter

|  | Q1           | Q2<br>(est.) | Q3<br>(est.) | Q4<br>(est.) | Annual<br>Average |
|--|--------------|--------------|--------------|--------------|-------------------|
| Fully Trained Officers                               | 1,259        | 1,267        | 1,274        | 1,277        | 1,269             |
| Student Officers                                     | 50           | 44           | 49           | 56           | 49                |
| <b>Sworn Officers</b>                                | <b>1,309</b> | <b>1,311</b> | <b>1,323</b> | <b>1,333</b> | <b>1,317</b>      |
| <b>Recruits in Academy<br/>(Counted as 0.75 FTE)</b> | <b>27</b>    | <b>34</b>    | <b>35</b>    | <b>28</b>    | <b>30</b>         |
| <b>Filled</b>  | <b>1,329</b> | <b>1,337</b> | <b>1,349</b> | <b>1,354</b> | <b>1,340</b>      |
| <b>Funded</b>  | <b>1,344</b> | <b>1,345</b> | <b>1,349</b> | <b>1,361</b> | <b>1,349</b>      |

\*FTE refers to Full Time Equivalent

Although SPD was unable to achieve its target hiring in the first quarter, there were available Academy spaces built in to the latter part of the year to address unforeseen problems in hiring in the first or second quarters. To account for the higher rate of attrition at the beginning of the year, SPD plans to fill all seven allotted Academy slots through the remainder of the year. Still, it is unlikely that the Department will be able to meet its funded FTE goal in 2014, unless attrition slows in the latter part of the year. At this time, SPD expects to be 9 short of the 2014 average hiring goal.

SPD is seeing an increase in separations and has adjusted the hiring plan to account for potentially higher attrition rates through 2016. For this reason, SPD will continue with an aggressive hiring approach into 2015 in order to achieve its funded FTE level early next year. As such, SPD's transition to a more sustainable and stable hiring program will be realized mid-2015, assuming the funded FTE level remains constant.

### **911 Patrol and Neighborhood Policing Plan Metrics and Goals**

The attached Precinct Staffing Table provides a breakdown of SPD's precinct staffing. At the end of the first quarter, the Department had 509 Neighborhood Policing (911 response) officers, an increase of five officers from the year-end report, and 63 sergeants, a decrease of four from the year-end report due to unforeseen staffing needs. As of June 9, 2014, SPD has filled two of the four 911 sergeant vacancies and plans to fill the remaining two positions, resulting from two permanent rank sergeants serving as acting lieutenants, as soon as possible. The overall Patrol number, including 911 officers, proactive foot beats, bikes, Anti-Crime Teams, Community Police Teams, etc., is at 636, up 2 from the last quarterly report.

In January, SPD projected 22 student officers would finish field training in the first quarter of 2014. The Department reported in the year-end update that the advancement of these student officers may impact precinct staffing levels. However, only 9 student officers completed field training in the first quarter.

Over the last two years, the Department's funded FTE level has increased dramatically. Since the end of 2012, SPD has aggressively hired new recruits to achieve the funded FTE level and balance for attrition. As recruits graduate from the Academy, they enter SPD's field training program, which is facilitated by the SPD Training Section. In 2012, we averaged 8 officers in field training per month and 25 in 2013. At the end of March, SPD had 50 Phase II student officers in field training and will likely have 56 at the end of 2014.

The Field Training Unit is doing its best to accommodate the high number of Phase II student officers in 2014. However, the unit has reported it cannot sustain the increased number of student officers long term without additional field training officers (FTO) and field training coordinators. The Department is planning to offer an FTO training course in the near future to increase the number of FTOs available to train our Phase II student officers.

SPD expects 13 recruits to enter field training and 22 student officers to complete field training in the second quarter of 2014, which may positively impact the precinct staffing numbers next quarter.

The Department continues to monitor its Neighborhood Policing Plan (NPP) response time and proactive time measurements. The citywide officer response time for March was 7.1 minutes. SPD is currently analyzing response time data in an effort to determine the cause of the response time target overage. The Department will continue to report response time measurements and the results of the pending analysis in the next staffing report. Available proactive time was measured at 33.7%. Officer-initiated on-views, which are another form of proactive policing, came in at 7.6% of officer time.

Should you have any questions regarding this memorandum or the attachments, please do not hesitate to contact Angela Socci at (206) 615-1230. Thank you.

Attachments: Q1 SPD Sworn Staffing Detail: Actuals & Projections by Month and Quarter through 2016; SPD Precinct Staffing Report, 04-21-2014

cc: Scott Lindsay, Mayor's Office  
Doug Carey, OPI  
Candice Livingston, CBO  
Chief Kathleen O'Toole, SPD  
Assistant Chief Nick Metz, SPD  
Captain Mike Nolan, SPD  
Lieutenant James Danielson, SPD  
A/C Washburn File  
SPD Budget Section File

PRECINCT STAFFING  
As of 4/21/14

| Precinct                       | East |      | North |      | South |      | Southwest |      | West |      | Total |      |
|--------------------------------|------|------|-------|------|-------|------|-----------|------|------|------|-------|------|
|                                | Sgt. | Off. | Sgt.  | Off. | Sgt.  | Off. | Sgt.      | Off. | Sgt. | Off. | Sgt.  | Off. |
| % of total 911 call hours      | 18%  |      | 32%   |      | 17%   |      | 12%       |      | 21%  |      | 100%  |      |
| Officers and Sergeants         | 10   | 84   | 19    | 156  | 12    | 97   | 9         | 71   | 13   | 101  | 63    | 509  |
| Assigned to 911 response       | 16%  | 17%  | 30%   | 31%  | 19%   | 19%  | 14%       | 14%  | 21%  | 20%  | 100%  | 100% |
| % of total assigned to 911     |      |      |       |      |       |      |           |      |      |      |       |      |
| Clerks                         |      | 3    |       | 2    |       | 3    |           | 2    |      | 2    |       | 12   |
| Patrol Wagons                  |      | 1    |       | 2    |       | 1    |           | 1    |      | 3    |       | 8    |
| Seattle Center                 |      |      |       |      |       |      |           |      |      |      |       |      |
| Bike / Foot Beat               | 1    | 4    |       | 5    |       |      |           |      | 1    | 4    | 1     | 4    |
| Special Beats                  |      |      |       |      |       |      |           |      |      |      |       |      |
| Anti-Crime Teams               | 1    | 5    | 1     | 5    | 1     | 4    |           | 5    | 1    | 5    | 1     | 5    |
| Community Police Teams         | 1    | 8    | 1     | 6    | 1     | 3    |           | 4    | 1    | 6    | 5     | 25   |
| Neighborhood Corrections Teams |      |      |       | 1    |       | 1    |           |      |      | 2    | 4     | 23   |
| Stationmaster / Quartermaster  |      |      |       |      |       | 1    |           |      |      | 3    | 5     | 5    |
| Mounted                        |      |      |       |      |       | 1    |           |      |      |      | 1     | 1    |
| SHA                            |      | 1    |       | 1    |       | 1    |           |      |      | 5    | 1     | 5    |
| Total                          | 13   | 106  | 21    | 178  | 14    | 111  | 10        | 83   | 22   | 158  | 80    | 636  |

The report **includes** the following:

- + personnel who are unavailable due to vacation, training, limited duty, illness or injury (including extended illness or injury) and all other categories, which are addressed by shift relief analysis;
- + half-time officers (counted as one-half officer);
- + officers in acting sergeant assignments (counted as sergeants);
- + Phase III student officers, who have completed all officer training yet remain in probationary status; and
- + One 911 Response Officer that is on-loan to the mounted unit (counted in 911 response)

The report **excludes** the following:

- Phase I (recruits) and Phase II student officers;
- personnel on loan, excluding "short-term" loans (e.g., 30 day loans to ACT, CPT or specialty detective unit for training and evaluation);
- personnel on activated military leave; and
- precinct detectives.

Table 3: Sworn Police Staffing 2012-2015, per the 2013-14 Adopted Budget

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012        | 2014  |         |         |         | Total | Average      |
|--|-------|---------|---------|---------|-------|--------------|
|  | Q1    | Q2 est. | Q3 est. | Q4 est. |       |              |
| Recruits in Academy at start of quarter                                      | 32    | 27      | 34      | 35      |       |              |
| New recruits entering Academy  | 13    | 21      | 21      | 14      | 69    |              |
| Separations from Academy   | 0     | (1)     | (1)     | 0       | (2)   |              |
| Recruits graduating from Academy   | (18)  | (13)    | (19)    | (21)    |       |              |
| Recruits in Academy at quarter end   | 27    | 34      | 35      | 28      |       | 30           |
| Officers in field training at start of quarter                               | 43    | 50      | 44      | 49      |       |              |
| Academy graduates entering field training                                    | 18    | 13      | 19      | 21      |       |              |
| New lateral hires entering field training                                    | 1     | 5       | 4       | 3       | 13    |              |
| Separations from field training  | (3)   | (1)     | 0       | (2)     | (6)   |              |
| Officers completing field training   | (9)   | (23)    | (18)    | (15)    |       |              |
| Officers in field training at quarter end                                    | 50    | 44      | 49      | 56      |       | 49           |
| Fully trained officers at start of quarter                                   | 1,264 | 1,259   | 1,267   | 1,274   |       |              |
| Separations by fully trained officers  | (14)  | (15)    | (11)    | (12)    | (52)  |              |
| Officers completing field training   | 9     | 23      | 18      | 15      |       |              |
| Officers rehired, no training required                                       | 0     | 0       | 0       | 0       | 0     |              |
| Fully trained officers at quarter end  | 1,259 | 1,267   | 1,274   | 1,277   |       | 1,269        |
| Fully trained officers at quarter end  | 1,259 | 1,267   | 1,274   | 1,277   |       |              |
| Officers on disability or extended leave                                     | (30)  | (33)    | (33)    | (33)    |       |              |
| Officers in service at quarter end   | 1,229 | 1,234   | 1,241   | 1,244   |       | 1,238        |
| <b>Fully Trained Officers</b>  | 1,259 | 1,267   | 1,274   | 1,277   |       | 1,269        |
| <b>All Sworn Officers</b>  | 1,309 | 1,311   | 1,323   | 1,333   |       | 1,317        |
| <b>Funded FTE</b>  | 1,344 | 1,345   | 1,349   | 1,361   |       | 1,349        |
| <b>Filled FTEs at quarter end</b><br>(officer = 1.0 FTE, recruit = 0.75 FTE) | 1,329 | 1,337   | 1,349   | 1,354   |       | <b>1,340</b> |

Table 3: Sworn Police Staffing 2012-2015, per the 2013-14 Adopted Budget

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012        | 2015    |         |         |         | Total | Average      |
|--|---------|---------|---------|---------|-------|--------------|
|  | Q1 est. | Q2 est. | Q3 est. | Q4 est. |       |              |
| Recruits in Academy at start of quarter                                      | 28      | 30      | 26      | 26      |       |              |
| New recruits entering Academy  | 16      | 15      | 14      | 10      | 55    |              |
| Separations from Academy   | 0       | (1)     | (1)     | 0       | (2)   |              |
| Recruits graduating from Academy   | (14)    | (18)    | (13)    | (14)    |       |              |
| Recruits in Academy at quarter end   | 30      | 26      | 26      | 22      |       | 26           |
| Officers in field training at start of quarter                               | 56      | 49      | 46      | 41      |       |              |
| Academy graduates entering field training                                    | 14      | 18      | 13      | 14      |       |              |
| New lateral hires entering field training                                    | 3       | 3       | 2       | 0       | 8     |              |
| Separations from field training  | (1)     | (1)     | 0       | (2)     | (4)   |              |
| Officers completing field training   | (23)    | (23)    | (20)    | (13)    |       |              |
| Officers in field training at quarter end                                    | 49      | 46      | 41      | 40      |       | 46           |
| Fully trained officers at start of quarter                                   | 1,277   | 1,287   | 1,295   | 1,304   |       |              |
| Separations by fully trained officers  | (13)    | (15)    | (11)    | (12)    | (51)  |              |
| Officers completing field training   | 23      | 23      | 20      | 13      |       |              |
| Officers rehired, no training required                                       | 0       | 0       | 0       | 0       | 0     |              |
| Fully trained officers at quarter end  | 1,287   | 1,295   | 1,304   | 1,305   |       | 1,296        |
| Fully trained officers at quarter end  | 1,287   | 1,295   | 1,304   | 1,305   |       |              |
| Officers on disability or extended leave                                     | (33)    | (33)    | (33)    | (33)    |       |              |
| Officers in service at quarter end   | 1,254   | 1,262   | 1,271   | 1,272   |       | 1,263        |
| <b>Fully Trained Officers</b>  | 1,287   | 1,295   | 1,304   | 1,305   |       | 1,296        |
| <b>All Sworn Officers</b>  | 1,336   | 1,341   | 1,345   | 1,345   |       | 1,342        |
| <b>Funded FTE</b>  | 1,361   | 1,361   | 1,361   | 1,361   |       | 1,361        |
| <b>Filled FTEs at quarter end</b><br>(officer = 1.0 FTE, recruit = 0.75 FTE) | 1,359   | 1,361   | 1,365   | 1,362   |       | <b>1,361</b> |

Table 3: Sworn Police Staffing 2012-2015, per the 2013-14 Adopted Budget

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012        | 2016    |         |         |         | Total | Average      |
|--|---------|---------|---------|---------|-------|--------------|
|  | Q1 est. | Q2 est. | Q3 est. | Q4 est. |       |              |
| Recruits in Academy at start of quarter                                      | 22      | 23      | 22      | 25      |       |              |
| New recruits entering Academy  | 11      | 15      | 13      | 13      | 52    |              |
| Separations from Academy   | 0       | (1)     | (1)     | 0       | (2)   |              |
| Recruits graduating from Academy   | (10)    | (15)    | (9)     | (13)    |       |              |
| Recruits in Academy at quarter end   | 23      | 22      | 25      | 25      |       | 24           |
| Officers in field training at start of quarter                               | 40      | 36      | 38      | 39      |       |              |
| Academy graduates entering field training                                    | 10      | 15      | 9       | 13      |       |              |
| New lateral hires entering field training                                    | 2       | 1       | 3       | 0       | 6     |              |
| Separations from field training  | (1)     | (1)     | (1)     | (1)     | (4)   |              |
| Officers completing field training   | (15)    | (13)    | (10)    | (10)    |       |              |
| Officers in field training at quarter end                                    | 36      | 38      | 39      | 41      |       | 37           |
| Fully trained officers at start of quarter                                   | 1,305   | 1,307   | 1,305   | 1,304   |       |              |
| Separations by fully trained officers  | (13)    | (15)    | (11)    | (12)    | (51)  |              |
| Officers completing field training   | 15      | 13      | 10      | 10      |       |              |
| Officers rehired, no training required                                       | 0       | 0       | 0       | 0       | 0     |              |
| Fully trained officers at quarter end  | 1,307   | 1,305   | 1,304   | 1,302   |       | 1,306        |
| Fully trained officers at quarter end  | 1,307   | 1,305   | 1,304   | 1,302   |       |              |
| Officers on disability or extended leave                                     | (33)    | (33)    | (33)    | (33)    |       |              |
| Officers in service at quarter end   | 1,274   | 1,272   | 1,271   | 1,269   |       | 1,273        |
| <b>Fully Trained Officers</b>  | 1,307   | 1,305   | 1,304   | 1,302   |       | 1,306        |
| <b>All Sworn Officers</b>  | 1,343   | 1,343   | 1,343   | 1,343   |       | 1,343        |
| <b>Funded FTE</b>  | 1,361   | 1,361   | 1,361   | 1,361   |       | 1,361        |
| <b>Filled FTEs at quarter end</b><br>(officer = 1.0 FTE, recruit = 0.75 FTE) | 1,365   | 1,362   | 1,360   | 1,360   |       | <b>1,361</b> |

Table 3: Sworn Police Staffing 2012-2015, per the 2013-14 Adopted Budget

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012        | 2012  |       |       |       | Total | Monthly<br>Average |
|--|-------|-------|-------|-------|-------|--------------------|
|  | Q1    | Q2    | Q3    | Q4    |       |                    |
| Recruits in Academy at start of quarter                                      | 1     | 7     | 3     | 0     |       |                    |
| New recruits entering Academy  | 7     | 3     | 0     | 14    | 24    |                    |
| Separations from Academy   | 0     | 0     | 0     | 0     | 0     |                    |
| Recruits graduating from Academy   | (1)   | (7)   | (3)   | 0     |       |                    |
| Recruits in Academy at quarter end   | 7     | 3     | 0     | 14    |       | 5                  |
| Officers in field training at start of quarter                               | 0     | 2     | 10    | 16    |       |                    |
| Academy graduates entering field training                                    | 1     | 7     | 3     | 0     |       |                    |
| New lateral hires entering field training                                    | 1     | 1     | 5     | 0     | 7     |                    |
| Separations from field training  | 0     | 0     | 0     | 0     | 0     |                    |
| Officers completing field training   | 0     | 0     | (2)   | (7)   |       |                    |
| Officers in field training at quarter end                                    | 2     | 10    | 16    | 9     |       | 8                  |
| Fully trained officers at start of quarter                                   | 1,298 | 1,287 | 1,278 | 1,274 |       |                    |
| Separations by fully trained officers  | (12)  | (9)   | (6)   | (9)   | (36)  |                    |
| Officers completing field training   | 0     | 0     | 2     | 7     |       |                    |
| Officers rehired, no training required                                       | 1     | 0     | 0     | 0     | 1     |                    |
| Fully trained officers at quarter end  | 1,287 | 1,278 | 1,274 | 1,272 |       | 1,280              |
| Fully trained officers at quarter end  | 1,287 | 1,278 | 1,274 | 1,272 |       |                    |
| Officers on disability or extended leave                                     | (30)  | (26)  | (28)  | (37)  |       |                    |
| Officers in service at quarter end   | 1,257 | 1,252 | 1,246 | 1,235 |       | 1,249              |
| <b>Fully Trained Officers</b>  | 1,287 | 1,278 | 1,274 | 1,272 |       | 1,280              |
| <b>All Sworn Officers</b>  | 1,289 | 1,288 | 1,290 | 1,281 |       | 1,288              |
| <b>Funded FTE</b>  | 1,300 | 1,300 | 1,300 | 1,300 |       | 1,300              |
| <b>Filled FTEs at quarter end</b><br>(officer = 1.0 FTE, recruit = 0.75 FTE) | 1,294 | 1,290 | 1,290 | 1,292 |       | 1,292              |

Table 3: Sworn Police Staffing 2012-2015, per the 2013-14 Adopted Budget

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012        | 2013  |       |       |       | Total | Average      |
|--|-------|-------|-------|-------|-------|--------------|
|  | Q1    | Q2    | Q3    | Q4    |       |              |
| Recruits in Academy at start of quarter                                      | 14    | 23    | 18    | 31    |       |              |
| New recruits entering Academy  | 15    | 10    | 21    | 25    | 71    |              |
| Separations from Academy   | 0     | (1)   | 0     | (1)   | (2)   |              |
| Recruits graduating from Academy   | (6)   | (14)  | (8)   | (23)  |       |              |
| Recruits in Academy at quarter end   | 23    | 18    | 31    | 32    |       | 26           |
| Officers in field training at start of quarter                               | 9     | 8     | 27    | 32    |       |              |
| Academy graduates entering field training                                    | 6     | 14    | 8     | 23    |       |              |
| New lateral hires entering field training                                    | 2     | 5     | 3     | 3     | 13    |              |
| Separations from field training  | 0     | 0     | (2)   | (1)   | (3)   |              |
| Officers completing field training   | (9)   | 0     | (4)   | (14)  |       |              |
| Officers in field training at quarter end                                    | 8     | 27    | 32    | 43    |       | 25           |
| Fully trained officers at start of quarter                                   | 1,272 | 1,275 | 1,255 | 1,255 |       |              |
| Separations by fully trained officers  | (6)   | (20)  | (4)   | (5)   | (35)  |              |
| Officers completing field training   | 9     | 0     | 4     | 14    |       |              |
| Officers rehired, no training required                                       | 0     | 0     | 0     | 0     | 0     |              |
| Fully trained officers at quarter end  | 1,275 | 1,255 | 1,255 | 1,264 |       | 1,263        |
| Fully trained officers at quarter end  | 1,275 | 1,255 | 1,255 | 1,264 |       |              |
| Officers on disability or extended leave                                     | (42)  | (23)  | (25)  | (25)  |       |              |
| Officers in service at quarter end   | 1,233 | 1,232 | 1,230 | 1,239 |       | 1,234        |
| <b>Fully Trained Officers</b>  | 1,275 | 1,255 | 1,255 | 1,264 |       | 1,263        |
| <b>All Sworn Officers</b>  | 1,283 | 1,282 | 1,287 | 1,307 |       | 1,288        |
| <b>Funded FTE</b>  | 1,311 | 1,315 | 1,315 | 1,315 |       | 1,315        |
| <b>Filled FTEs at quarter end</b><br>(officer = 1.0 FTE, recruit = 0.75 FTE) | 1,300 | 1,296 | 1,310 | 1,331 |       | <b>1,307</b> |

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012 | 2012<br>January | 2012<br>February | 2012<br>March | 2012<br>April | 2012<br>May  | 2012<br>June | 2012<br>July | 2012<br>August | 2012<br>September | 2012<br>October | 2012<br>November | 2012<br>December |
|---|-----------------|------------------|---------------|---------------|--------------|--------------|--------------|----------------|-------------------|-----------------|------------------|------------------|
| Recruits in Academy at start of month                                 | 1               | 1                | 7             | 7             | 7            | 10           | 3            | 3              | 3                 | 0               | 0                | 6                |
| New recruits entering Academy   | 0               | 7                | 0             | 0             | 3            | 0            | 0            | 0              | 0                 | 0               | 6                | 8                |
| Separations from Academy  | 0               | 0                | 0             | 0             | 0            | 0            | 0            | 0              | 0                 | 0               | 0                | 0                |
| Recruits graduating from Academy                                      | 0               | (1)              | 0             | 0             | 0            | (7)          | 0            | 0              | (3)               | 0               | 0                | 0                |
| Recruits in Academy at month end                                      | 1               | 7                | 7             | 7             | 10           | 3            | 3            | 3              | 0                 | 0               | 6                | 14               |
| Officers in field training at start of month                          | 0               | 0                | 1             | 2             | 2            | 2            | 10           | 13             | 12                | 16              | 16               | 14               |
| Academy graduates entering field training                             | 0               | 1                | 0             | 0             | 0            | 7            | 0            | 0              | 3                 | 0               | 0                | 0                |
| New lateral hires entering field training                             | 0               | 0                | 1             | 0             | 0            | 1            | 4            | 0              | 1                 | 0               | 0                | 0                |
| Separations from field training                                       | 0               | 0                | 0             | 0             | 0            | 0            | 0            | 0              | 0                 | 0               | 0                | 0                |
| Officers completing field training                                    | 0               | 0                | 0             | 0             | 0            | 0            | (1)          | (1)            | 0                 | 0               | (2)              | (5)              |
| Officers in field training at month end                               | 0               | 1                | 2             | 2             | 2            | 10           | 13           | 12             | 16                | 16              | 14               | 9                |
| Fully trained officers at start of month                              | 1,298           | 1,294            | 1,290         | 1,287         | 1,286        | 1,283        | 1,278        | 1,275          | 1,276             | 1,274           | 1,272            | 1,272            |
| Separations by fully trained officers                                 | (5)             | (4)              | (3)           | (1)           | (3)          | (5)          | (4)          | 0              | (2)               | (2)             | (2)              | (5)              |
| Officers completing field training                                    | 0               | 0                | 0             | 0             | 0            | 0            | 1            | 1              | 0                 | 0               | 2                | 5                |
| Officers rehired, no training required                                | 1               | 0                | 0             | 0             | 0            | 0            | 0            | 0              | 0                 | 0               | 0                | 0                |
| Fully trained officers at month end                                   | 1,294           | 1,290            | 1,287         | 1,286         | 1,283        | 1,278        | 1,275        | 1,276          | 1,274             | 1,272           | 1,272            | 1,272            |
| Fully trained officers at month end                                   | 1,294           | 1,290            | 1,287         | 1,286         | 1,283        | 1,278        | 1,275        | 1,276          | 1,274             | 1,272           | 1,272            | 1,272            |
| Officers on disability or extended leave                              | (37)            | (37)             | (30)          | (29)          | (28)         | (26)         | (27)         | (31)           | (28)              | (33)            | (27)             | (37)             |
| Officers in service at month end                                      | 1,257           | 1,253            | 1,257         | 1,257         | 1,255        | 1,252        | 1,248        | 1,245          | 1,246             | 1,239           | 1,245            | 1,235            |
| <b>Funded FTE</b>   | <b>1,300</b>    | <b>1,300</b>     | <b>1,300</b>  | <b>1,300</b>  | <b>1,300</b> | <b>1,300</b> | <b>1,300</b> | <b>1,300</b>   | <b>1,300</b>      | <b>1,300</b>    | <b>1,300</b>     | <b>1,300</b>     |
| <b>SUMMARY DATA</b>   |                 |                  |               |               |              |              |              |                |                   |                 |                  |                  |
| Fully Trained Officers  | 1,294           | 1,290            | 1,287         | 1,286         | 1,283        | 1,278        | 1,275        | 1,276          | 1,274             | 1,272           | 1,272            | 1,272            |
| All Sworn Officers  | 1,294           | 1,291            | 1,289         | 1,288         | 1,285        | 1,288        | 1,288        | 1,288          | 1,290             | 1,288           | 1,286            | 1,281            |
| Filled FTEs at month end<br>(officer = 1.0 FTE, recruit = 0.75 FTE)   | 1,295           | 1,296            | 1,294         | 1,293         | 1,293        | 1,290        | 1,290        | 1,290          | 1,290             | 1,288           | 1,291            | 1,292            |

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012 | 2013<br>January | 2013<br>February | 2013<br>March | 2013<br>April | 2013<br>May  | 2013<br>June | 2013<br>July | 2013<br>August | 2013<br>September | 2013<br>October | 2013<br>November | 2013<br>December |
|---|-----------------|------------------|---------------|---------------|--------------|--------------|--------------|----------------|-------------------|-----------------|------------------|------------------|
| Recruits in Academy at start of month                                 | 14              | 18               | 21            | 23            | 23           | 23           | 18           | 25             | 24                | 31              | 36               | 33               |
| New recruits entering Academy   | 4               | 3                | 8             | 0             | 10           | 0            | 7            | 7              | 7                 | 12              | 6                | 7                |
| Separations from Academy  | 0               | 0                | 0             | 0             | 0            | (1)          | 0            | 0              | 0                 | 0               | 0                | (1)              |
| Recruits graduating from Academy                                      | 0               | 0                | (6)           | 0             | (10)         | (4)          | 0            | (8)            | 0                 | (7)             | (9)              | (7)              |
| Recruits in Academy at month end                                      | 18              | 21               | 23            | 23            | 23           | 18           | 25           | 24             | 31                | 36              | 33               | 32               |
| Officers in field training at start of month                          | 9               | 11               | 6             | 8             | 13           | 23           | 27           | 30             | 34                | 32              | 31               | 39               |
| Academy graduates entering field training                             | 0               | 0                | 6             | 0             | 10           | 4            | 0            | 8              | 0                 | 7               | 9                | 7                |
| New lateral hires entering field training                             | 2               | 0                | 0             | 5             | 0            | 0            | 3            | 0              | 0                 | 3               | 0                | 0                |
| Separations from field training                                       | 0               | 0                | 0             | 0             | 0            | 0            | 0            | (1)            | (1)               | (1)             | 0                | 0                |
| Officers completing field training                                    | 0               | (5)              | (4)           | 0             | 0            | 0            | 0            | (3)            | (1)               | (10)            | (1)              | (3)              |
| Officers in field training at month end                               | 11              | 6                | 8             | 13            | 23           | 27           | 30           | 34             | 32                | 31              | 39               | 43               |
| Fully trained officers at start of month                              | 1,272           | 1,270            | 1,274         | 1,275         | 1,270        | 1,265        | 1,255        | 1,253          | 1,254             | 1,255           | 1,263            | 1,262            |
| Separations by fully trained officers                                 | (2)             | (1)              | (3)           | (5)           | (5)          | (10)         | (2)          | (2)            | 0                 | (2)             | (2)              | (1)              |
| Officers completing field training                                    | 0               | 5                | 4             | 0             | 0            | 0            | 0            | 3              | 1                 | 10              | 1                | 3                |
| Officers rehired, no training required                                | 0               | 0                | 0             | 0             | 0            | 0            | 0            | 0              | 0                 | 0               | 0                | 0                |
| Fully trained officers at month end                                   | 1,270           | 1,274            | 1,275         | 1,270         | 1,265        | 1,255        | 1,253        | 1,254          | 1,255             | 1,263           | 1,262            | 1,264            |
| Fully trained officers at month end                                   | 1,270           | 1,274            | 1,275         | 1,270         | 1,265        | 1,255        | 1,253        | 1,254          | 1,255             | 1,263           | 1,262            | 1,264            |
| Officers on disability or extended leave                              | (37)            | (47)             | (42)          | (27)          | (26)         | (23)         | (22)         | (25)           | (25)              | (28)            | (23)             | (25)             |
| Officers in service at month end                                      | 1,233           | 1,227            | 1,233         | 1,243         | 1,239        | 1,232        | 1,231        | 1,229          | 1,230             | 1,235           | 1,239            | 1,239            |
| <b>Funded FTE</b>   | <b>1,311</b>    | <b>1,311</b>     | <b>1,311</b>  | <b>1,315</b>  | <b>1,315</b> | <b>1,315</b> | <b>1,315</b> | <b>1,315</b>   | <b>1,315</b>      | <b>1,315</b>    | <b>1,315</b>     | <b>1,315</b>     |
| <b>SUMMARY DATA</b>   |                 |                  |               |               |              |              |              |                |                   |                 |                  |                  |
| Fully Trained Officers  | 1,270           | 1,274            | 1,275         | 1,270         | 1,265        | 1,255        | 1,253        | 1,254          | 1,255             | 1,263           | 1,262            | 1,264            |
| All Sworn Officers  | 1,281           | 1,280            | 1,283         | 1,283         | 1,288        | 1,282        | 1,283        | 1,288          | 1,287             | 1,294           | 1,301            | 1,307            |
| Filled FTEs at month end<br>(officer = 1.0 FTE, recruit = 0.75 FTE)   | 1,295           | 1,296            | 1,300         | 1,300         | 1,305        | 1,296        | 1,302        | 1,306          | 1,310             | 1,321           | 1,326            | 1,331            |

Revised model for sworn hiring & staffing,  
Draft #1, November 2012

|  | 2014<br>January | 2014<br>February | 2014<br>March | 2014<br>April | 2014<br>May  | 2014<br>June | 2014<br>July | 2014<br>August | 2014<br>September | 2014<br>October | 2014<br>November | 2014<br>December |
|--|-----------------|------------------|---------------|---------------|--------------|--------------|--------------|----------------|-------------------|-----------------|------------------|------------------|
| Recruits in Academy at start of month        | 32              | 25               | 26            | 27            | 27           | 34           | 34           | 35             | 35                | 35              | 28               | 28               |
| New recruits entering Academy                | 0               | 7                | 6             | 7             | 7            | 7            | 7            | 7              | 7                 | 0               | 7                | 7                |
| Separations from Academy                     | 0               | 0                | 0             | (1)           | 0            | 0            | 0            | 0              | (1)               | 0               | 0                | 0                |
| Recruits graduating from Academy             | (7)             | (6)              | (5)           | (6)           | 0            | (7)          | (6)          | (7)            | (6)               | (7)             | (7)              | (7)              |
| Recruits in Academy at month end             | 25              | 26               | 27            | 27            | 34           | 34           | 35           | 35             | 35                | 28              | 28               | 28               |
| Officers in field training at start of month | 43              | 43               | 49            | 50            | 48           | 41           | 44           | 44             | 47                | 49              | 56               | 55               |
| Academy graduates entering field training    | 7               | 6                | 5             | 6             | 0            | 7            | 6            | 7              | 6                 | 7               | 7                | 7                |
| New lateral hires entering field training    | 1               | 0                | 0             | 1             | 0            | 4            | 0            | 1              | 3                 | 0               | 3                | 0                |
| Separations from field training              | (1)             | 0                | (2)           | (1)           | 0            | 0            | 0            | 0              | 0                 | (1)             | (1)              | 0                |
| Officers completing field training           | (7)             | 0                | (2)           | (8)           | (7)          | (8)          | (6)          | (5)            | (7)               | 1               | (10)             | (6)              |
| Officers in field training at month end      | 43              | 49               | 50            | 48            | 41           | 44           | 44           | 47             | 49                | 56              | 55               | 56               |
| Fully trained officers at start of month     | 1,264           | 1,266            | 1,264         | 1,259         | 1,264        | 1,267        | 1,267        | 1,269          | 1,271             | 1,274           | 1,270            | 1,276            |
| Separations by fully trained officers        | (5)             | (2)              | (7)           | (3)           | (4)          | (8)          | (4)          | (3)            | (4)               | (3)             | (4)              | (5)              |
| Officers completing field training           | 7               | 0                | 2             | 8             | 7            | 8            | 6            | 5              | 7                 | (1)             | 10               | 6                |
| Officers rehired, no training required       | 0               | 0                | 0             | 0             | 0            | 0            | 0            | 0              | 0                 | 0               | 0                | 0                |
| Fully trained officers at month end          | 1,266           | 1,264            | 1,259         | 1,264         | 1,267        | 1,267        | 1,269        | 1,271          | 1,274             | 1,270           | 1,276            | 1,277            |
| Fully trained officers at month end          | 1,266           | 1,264            | 1,259         | 1,264         | 1,267        | 1,267        | 1,269        | 1,271          | 1,274             | 1,270           | 1,276            | 1,277            |
| Officers on disability or extended leave     | (23)            | (23)             | (30)          | (33)          | (33)         | (33)         | (33)         | (33)           | (33)              | (33)            | (33)             | (33)             |
| Officers in service at month end             | 1,243           | 1,241            | 1,229         | 1,231         | 1,234        | 1,234        | 1,236        | 1,238          | 1,241             | 1,237           | 1,243            | 1,244            |
| <b>Funded FTE</b>                            | <b>1,344</b>    | <b>1,344</b>     | <b>1,344</b>  | <b>1,344</b>  | <b>1,344</b> | <b>1,345</b> | <b>1,346</b> | <b>1,347</b>   | <b>1,349</b>      | <b>1,359</b>    | <b>1,361</b>     | <b>1,361</b>     |

**SUMMARY DATA**

|   |       |       |       |       |       |       |       |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Fully Trained Officers  | 1,266 | 1,264 | 1,259 | 1,264 | 1,267 | 1,267 | 1,269 | 1,271 | 1,274 | 1,270 | 1,276 | 1,277 |
| All Sworn Officers  | 1,309 | 1,313 | 1,309 | 1,312 | 1,308 | 1,311 | 1,313 | 1,318 | 1,323 | 1,326 | 1,331 | 1,333 |
| Filled FTEs at month end<br>(officer = 1.0 FTE, recruit = 0.75 FTE) | 1,328 | 1,333 | 1,329 | 1,332 | 1,334 | 1,337 | 1,339 | 1,344 | 1,349 | 1,347 | 1,352 | 1,354 |

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012 | 2015<br>January | 2015<br>February | 2015<br>March | 2015<br>April | 2015<br>May  | 2015<br>June | 2015<br>July | 2015<br>August | 2015<br>September | 2015<br>October | 2015<br>November | 2015<br>December |
|---|-----------------|------------------|---------------|---------------|--------------|--------------|--------------|----------------|-------------------|-----------------|------------------|------------------|
| Recruits in Academy at start of month                                 | 28              | 27               | 33            | 30            | 29           | 27           | 26           | 27             | 25                | 26              | 21               | 21               |
| New recruits entering Academy   | 6               | 6                | 4             | 6             | 4            | 5            | 5            | 4              | 5                 | 0               | 5                | 5                |
| Separations from Academy  | 0               | 0                | 0             | 0             | (1)          | 0            | 0            | 0              | (1)               | 0               | 0                | 0                |
| Recruits graduating from Academy                                      | (7)             | 0                | (7)           | (7)           | (5)          | (6)          | (4)          | (6)            | (3)               | (5)             | (5)              | (4)              |
| Recruits in Academy at month end                                      | 27              | 33               | 30            | 29            | 27           | 26           | 27           | 25             | 26                | 21              | 21               | 22               |
| Officers in field training at start of month                          | 56              | 55               | 49            | 49            | 49           | 47           | 46           | 47             | 46                | 41              | 41               | 40               |
| Academy graduates entering field training                             | 7               | 0                | 7             | 7             | 5            | 6            | 4            | 6              | 3                 | 5               | 5                | 4                |
| New lateral hires entering field training                             | 0               | 3                | 0             | 3             | 0            | 0            | 0            | 0              | 2                 | 0               | 0                | 0                |
| Separations from field training                                       | 0               | (1)              | 0             | 0             | 0            | (1)          | 0            | 0              | 0                 | (1)             | (1)              | 0                |
| Officers completing field training                                    | (8)             | (8)              | (7)           | (10)          | (7)          | (6)          | (3)          | (7)            | (10)              | (4)             | (5)              | (4)              |
| Officers in field training at month end                               | 55              | 49               | 49            | 49            | 47           | 46           | 47           | 46             | 41                | 41              | 40               | 40               |
| Fully trained officers at start of month                              | 1,277           | 1,281            | 1,286         | 1,287         | 1,294        | 1,297        | 1,295        | 1,294          | 1,298             | 1,304           | 1,305            | 1,306            |
| Separations by fully trained officers                                 | (4)             | (3)              | (6)           | (3)           | (4)          | (8)          | (4)          | (3)            | (4)               | (3)             | (4)              | (5)              |
| Officers completing field training                                    | 8               | 8                | 7             | 10            | 7            | 6            | 3            | 7              | 10                | 4               | 5                | 4                |
| Officers rehired, no training required                                | 0               | 0                | 0             | 0             | 0            | 0            | 0            | 0              | 0                 | 0               | 0                | 0                |
| Fully trained officers at month end                                   | 1,281           | 1,286            | 1,287         | 1,294         | 1,297        | 1,295        | 1,294        | 1,298          | 1,304             | 1,305           | 1,306            | 1,305            |
| Fully trained officers at month end                                   | 1,281           | 1,286            | 1,287         | 1,294         | 1,297        | 1,295        | 1,294        | 1,298          | 1,304             | 1,305           | 1,306            | 1,305            |
| Officers on disability or extended leave                              | (33)            | (33)             | (33)          | (33)          | (33)         | (33)         | (33)         | (33)           | (33)              | (33)            | (33)             | (33)             |
| Officers in service at month end                                      | 1,248           | 1,253            | 1,254         | 1,261         | 1,264        | 1,262        | 1,261        | 1,265          | 1,271             | 1,272           | 1,273            | 1,272            |
| <b>Funded FTE</b>   | <b>1,361</b>    | <b>1,361</b>     | <b>1,361</b>  | <b>1,361</b>  | <b>1,361</b> | <b>1,361</b> | <b>1,361</b> | <b>1,361</b>   | <b>1,361</b>      | <b>1,361</b>    | <b>1,361</b>     | <b>1,361</b>     |
| <b>SUMMARY DATA</b>   |                 |                  |               |               |              |              |              |                |                   |                 |                  |                  |
| Fully Trained Officers  | 1,281           | 1,286            | 1,287         | 1,294         | 1,297        | 1,295        | 1,294        | 1,298          | 1,304             | 1,305           | 1,306            | 1,305            |
| All Sworn Officers  | 1,336           | 1,335            | 1,336         | 1,343         | 1,344        | 1,341        | 1,341        | 1,344          | 1,345             | 1,346           | 1,346            | 1,345            |
| Filled FTEs at month end<br>(officer = 1.0 FTE, recruit = 0.75 FTE)   | 1,356           | 1,360            | 1,359         | 1,365         | 1,364        | 1,361        | 1,361        | 1,363          | 1,365             | 1,362           | 1,362            | 1,362            |

| Revised model for sworn hiring & staffing,<br>Draft #1, November 2012 | 2016<br>January | 2016<br>February | 2016<br>March | 2016<br>April | 2016<br>May  | 2016<br>June | 2016<br>July | 2016<br>August | 2016<br>September | 2016<br>October | 2016<br>November | 2016<br>December |
|---|-----------------|------------------|---------------|---------------|--------------|--------------|--------------|----------------|-------------------|-----------------|------------------|------------------|
| Recruits in Academy at start of month                                 | 22              | 23               | 28            | 23            | 23           | 22           | 22           | 26             | 25                | 25              | 24               | 24               |
| New recruits entering Academy   | 6               | 5                | 0             | 5             | 5            | 5            | 4            | 4              | 5                 | 4               | 4                | 5                |
| Separations from Academy  | 0               | 0                | 0             | (1)           | 0            | 0            | (1)          | 0              | 0                 | 0               | 0                | 0                |
| Recruits graduating from Academy                                      | (5)             | 0                | (5)           | (4)           | (6)          | (5)          | 1            | (5)            | (5)               | (5)             | (4)              | (4)              |
| Recruits in Academy at month end                                      | 23              | 28               | 23            | 23            | 22           | 22           | 26           | 25             | 25                | 24              | 24               | 25               |
| Officers in field training at start of month                          | 40              | 39               | 34            | 36            | 35           | 38           | 38           | 37             | 35                | 39              | 37               | 36               |
| Academy graduates entering field training                             | 5               | 0                | 5             | 4             | 6            | 5            | (1)          | 5              | 5                 | 5               | 4                | 4                |
| New lateral hires entering field training                             | 0               | 0                | 2             | 0             | 1            | 0            | 0            | 0              | 3                 | 0               | 0                | 0                |
| Separations from field training                                       | 0               | (1)              | 0             | 0             | 0            | (1)          | 0            | 0              | (1)               | (1)             | 0                | 0                |
| Officers completing field training                                    | (6)             | (4)              | (5)           | (5)           | (4)          | (4)          | 0            | (7)            | (3)               | (6)             | (5)              | 1                |
| Officers in field training at month end                               | 39              | 34               | 36            | 35            | 38           | 38           | 37           | 35             | 39                | 37              | 36               | 41               |
| Fully trained officers at start of month                              | 1,305           | 1,307            | 1,308         | 1,307         | 1,309        | 1,309        | 1,305        | 1,301          | 1,305             | 1,304           | 1,307            | 1,308            |
| Separations by fully trained officers                                 | (4)             | (3)              | (6)           | (3)           | (4)          | (8)          | (4)          | (3)            | (4)               | (3)             | (4)              | (5)              |
| Officers completing field training                                    | 6               | 4                | 5             | 5             | 4            | 4            | 0            | 7              | 3                 | 6               | 5                | (1)              |
| Officers rehired, no training required                                | 0               | 0                | 0             | 0             | 0            | 0            | 0            | 0              | 0                 | 0               | 0                | 0                |
| Fully trained officers at month end                                   | 1,307           | 1,308            | 1,307         | 1,309         | 1,309        | 1,305        | 1,301        | 1,305          | 1,304             | 1,307           | 1,308            | 1,302            |
| Fully trained officers at month end                                   | 1,307           | 1,308            | 1,307         | 1,309         | 1,309        | 1,305        | 1,301        | 1,305          | 1,304             | 1,307           | 1,308            | 1,302            |
| Officers on disability or extended leave                              | (33)            | (33)             | (33)          | (33)          | (33)         | (33)         | (33)         | (33)           | (33)              | (33)            | (33)             | (33)             |
| Officers in service at month end                                      | 1,274           | 1,275            | 1,274         | 1,276         | 1,276        | 1,272        | 1,268        | 1,272          | 1,271             | 1,274           | 1,275            | 1,269            |
| <b>Funded FTE</b>   | <b>1,361</b>    | <b>1,361</b>     | <b>1,361</b>  | <b>1,361</b>  | <b>1,361</b> | <b>1,361</b> | <b>1,361</b> | <b>1,361</b>   | <b>1,361</b>      | <b>1,361</b>    | <b>1,361</b>     | <b>1,361</b>     |
| <b>SUMMARY DATA</b>   |                 |                  |               |               |              |              |              |                |                   |                 |                  |                  |
| Fully Trained Officers  | 1,307           | 1,308            | 1,307         | 1,309         | 1,309        | 1,305        | 1,301        | 1,305          | 1,304             | 1,307           | 1,308            | 1,302            |
| All Sworn Officers  | 1,346           | 1,342            | 1,343         | 1,344         | 1,347        | 1,343        | 1,338        | 1,340          | 1,343             | 1,344           | 1,344            | 1,343            |
| Filled FTEs at month end<br>(officer = 1.0 FTE, recruit = 0.75 FTE)   | 1,363           | 1,363            | 1,360         | 1,361         | 1,364        | 1,360        | 1,358        | 1,359          | 1,362             | 1,362           | 1,362            | 1,362            |

Figure 1: Sworn Hiring Projections with Actuals through Q1 2014

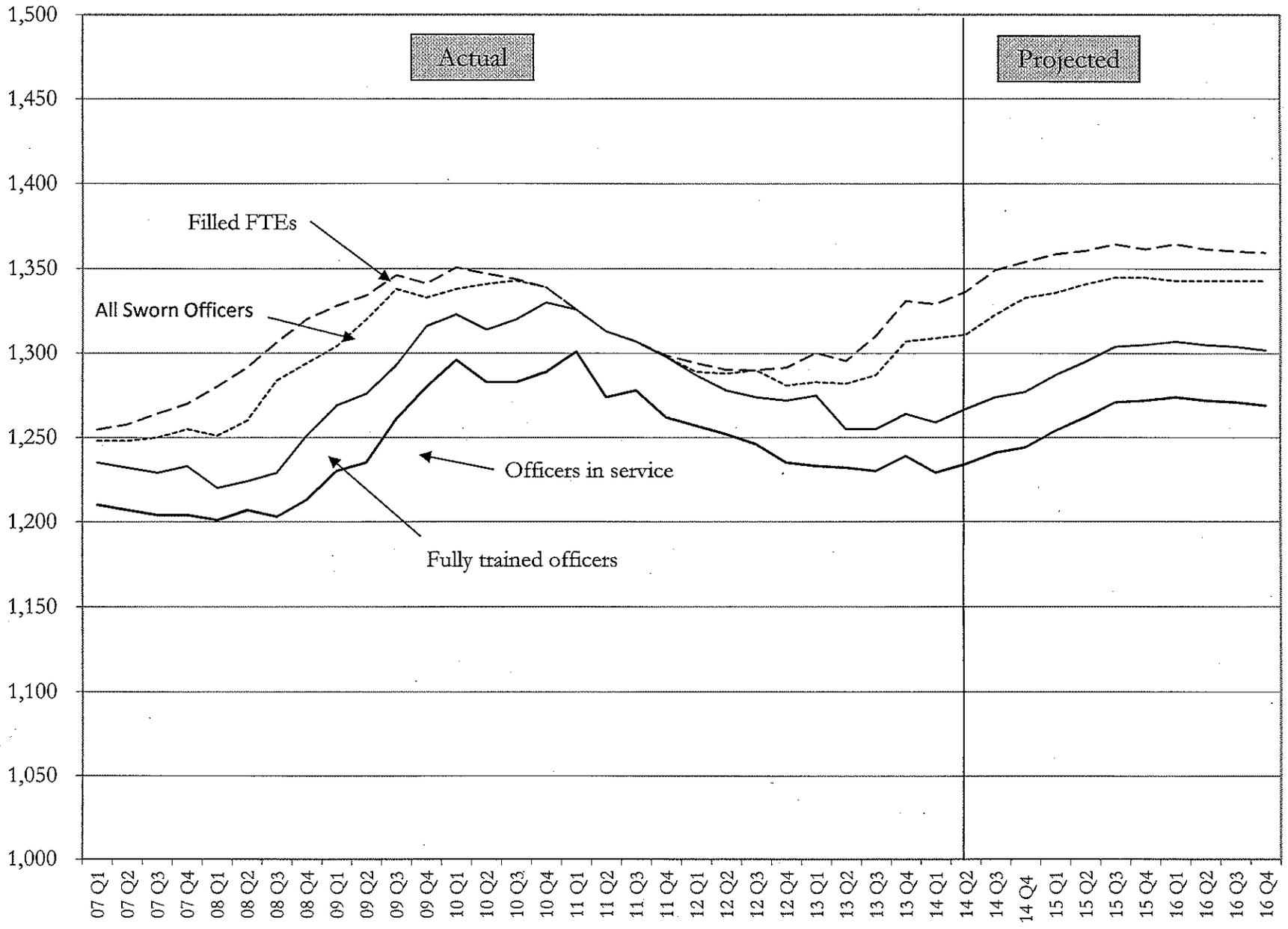


Figure 2: Sworn Police Staffing 2002-2015, per Council action on 2013-2014  
Proposed Budget

